APPENDIX A
Focus Group Research

A SOCIAL MARKETING APPROACH
TO INHIBITING DRIVING AFTER DRINKING

Bureau of Traffic Safety
Department of Transportation
State of Wisconsin

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EXECUTIVE SUMMARY

This report uses the principles of social marketing to develop a toolbox of new product ideas that can be used by communities that wish to provide alternatives to driving after drinking. Past work has attempted to lessen this behavior either through the use of messages or through the use of law enforcement. Marketing provides opportunities in the environment for the desired behavior, and then provides incentives and rewards to motivate and reinforce this behavior. In this project we develop ideas for an alternative transportation system that will allow people to get home at the end of an evening of drinking without needing to drive.

The project to date consists of three phases of new product design (a literature review, a series of focus groups with expert observers of people who drive after drinking, a series of focus groups with those who engage in the subject behavior). The end result to date is a toolbox of ideas to be used by members of communities wishing to attack this problem.

Issues covered include:
> A description of those most likely to engage in driving after drinking
> The needs that are filled through drinking
> The needs that are filled through driving after drinking
> The processes that are gone through that lead to the subject behavior
> The barriers that keep people from not driving after drinking
> Features of products that can meet needs and also inhibit driving after drinking
>> Forms of transportation
>> Times of day of travel
>> Incentives that motivate the desired behavior
>> Costs that inhibit the desired behavior

The target most likely to drive after drinking consists of 21-34 year old single men. They do not necessarily need to drive after they drink, but find that there are few alternatives available to them at the end of the evening. They would be willing to use acceptable alternatives. Once they have their cars at the bars, they are likely to drive home, so it may be necessary to get them out of their cars for the initial trip to the bar early in the evening. Mass, personal, and designated driver types of transportation can be of value. Immediate incentives may be more useful than loyalty building incentives. Hassle, inconvenience, and time costs may be more important than monetary costs.

A tool box is being developed under separate cover that will allow communities to pick and choose from a large number of ideas, so that the program developed is most appropriate for the community. There is no single best product that will fit all communities. In the next phase of the project, communities will be invited to join the Department of Transportation in developing a transportation service that meets the needs of the community.

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There has been a steady decline in alcohol-related motor vehicle problems since the 1980s at both the state and the national level. Increased mass media campaigns, more stringent laws, and more visible enforcement strategies are considered to be the main reasons for this decline. In spite of the decline, a serious problem remains. For example, in Wisconsin 270 people were killed and 6,563 people were injured in 8,446 alcohol-related motor vehicle crashes during 1999.

GOALS

The goals of this project were to go beyond media and legal strategies, to develop marketing incentives and rewards that could lead to a reduction in driving after drinking, and to overcome the barriers that inhibit the reduction of this behavior. Using a social marketing paradigm, incentives were developed to reflect the motivations of the various targets. The primary target was thought to be 21-34 year old single males in urban and rural settings in Wisconsin who drive after drinking. Secondary targets were friends and family of those who drive after drinking, and those who serve and/or sell alcohol to those with the potential to drive after drinking.

While mass media messages may support this project in a later phase, it was not our goal to simply create better messages. It also was not our goal to reduce drinking levels, but, rather, to inhibit driving after drinking in order to increase highway safety. Our goal was to develop incentives to reward relevant targets making progress toward reducing driving after drinking. This report describes a method for developing such incentives and the set of incentives that resulted. A follow-up project to test these incentives in communities around the state is currently in the planning phase.

For an issue such as driving after drinking, we believe there is a continuum of targets ranging from those who are prone to behave as desired to those who are resistant to behaving as desired. Messages advocating a behavior seem to be sufficient for those who are prone to behave, while law enforcement may be necessary in cases where the target is resistant to the desired behavior.

Marketing, which provides incentives to, and rewards for, behaving in a certain way, has been missing in past programs. Marketing may be most relevant for targets consisting of those who are neither prone nor resistant, but who merely need a bit of motivation to provide sufficient benefit or to overcome a barrier to the desired behavior. A marketer would attempt to manage behavior by developing new products, by changing the environment, and by adding new choices that reward the desired behavior. For example, to reduce binge drinking on campuses, colleges are introducing late night intramural sports and alcohol free dance clubs to give students more choices for socializing other than binge drinking. These products can be seen as new environmental opportunities that allow socializing while rewarding a reduction in

drinking. This report covers the development of products and environmental change with respect to driving after drinking.

METHOD

We conducted a three-phase project to study the motivations that lead to driving after drinking, and the barriers that keep the targets from driving less after drinking.

Phase 1:

The goal of the literature review was to understand the prevalence of the driving after drinking problem at the state and national level, and learn from the prior attempts to reduce driving after drinking. In this phase we collected and evaluated as many related studies as we could find, with the additional goal of listing potential ideas for the following phases. The focus of this search was on:
- The target market (description, past behavior, knowledge, attitudes)
- Past attempts to influence the target
- Past use of messages, marketing, and law
- Dependent variables of awareness, attitude and behavior
- Separating findings related to drinking from those related to driving after drinking.

Secondary research was conducted from the existing literature (1996-1999) in state and federal documents, popular media, the Internet and peer reviewed studies published in scientific journals in the disciplines of social science and medicine. The literature included studies conducted and published by state departments of transportation, community organizations, influencers of the target audience, other nonprofit organizations, taverns, corporations, educators, and policy makers.

Phase 2:

Next, we conducted a series of six brainstorming focus groups across a number of populations considered to be primarily expert professionals in dealing with those who engage in driving after drinking. We conducted the groups as brainstorming sessions with the goal of generating potential product and environmental change ideas that could motivate the target to act appropriately. The relevant populations for this phase included:
- Law enforcement personnel
- Educators
- Employers
- Government policy makers
- Health and social service counselors
- Friends and family of drinking drivers
- Retail alcohol sellers, bartenders, and waitstaff

Members of the first five populations (listed above) were put together in focus groups. Members of the last population probably could not be mixed with the first five, as each often sees the other as "the enemy". Friends and family of those who drive after drinking could have a presence in either type of focus group.

The focus of each group was to create new product and environmental change ideas, but we reached this point by first discussing the past work done with messages and legal strategies. This was followed by a short introduction of how social marketers might deal with the problem. This framing led to a discussion of the following issues as they pertained to those who drive after drinking:

- Generating greater insights into the people we wished to impact upon:
  o The 21-34 year old male drinking driver.
  o Those who serve and/or sell alcohol.
  o The friends and family of the drinking driver.
- Needs and benefits sought through drinking.
- Needs and benefits sought through driving after drinking.
- Barriers that keep people from not driving after drinking.
- The process drinkers go through when planning an evening that may result in driving after drinking. (That is, what are the points of "vulnerability" at pre-drinking, drinking, and post-drinking decision-making where an impact could be made?)
- Issues that might change the cost-benefit relationship associated with driving after drinking. (That is, what might make the cost of driving after drinking excessive, and what might make the benefits of alternative behaviors acceptable.)
- Behaviors we wish to change. These include:
  o Driving less often after drinking.
  o Driving fewer miles after drinking.

After moving through the above exercises, the focus was on developing strategies that would motivate drinkers to drive less, and strategies that would motivate friends, family and those in the alcohol selling/serving community to assist drinkers in not driving. The end result of this phase would be a number of product and environmental change ideas that could be further refined.

Six focus groups were conducted during the months of August and September, 2000 in five Wisconsin cities - Madison, Stoughton, Lake Mills, Green Bay, and Eau Claire. Each focus group was attended by 6-8 individuals, with a total of 44 participants. We conducted a brief follow-up survey with participants to learn their professions and their relationship with the target group. A description of each community where focus groups were conducted has been provided in Appendix 1.

Recruiting was conducted in a non-random manner. Participants who fit the criteria of influencing or observing the target were recruited by local contacts via phone, email or in person.

Each focus group lasted approximately 90 minutes. Sessions were moderated by the principal investigator or a faculty associate on the project. Each participant was paid $50 at the end of the session, and sandwiches were provided during the discussion. Each session was tape recorded, transcribed, and analyzed by the team members.

Phase 3

Finally, we conducted a series of eleven focus groups designed to gain reactions from the primary target group toward the potential behavior change ideas and products generated in the first series of focus groups. These focus groups consisted of 21-34 year-old single men who drive after drinking. In addition, we conducted one final focus group with bar owners. The focus was on an evaluation of the motivational ideas generated in the previous phase, and generating new and/or improved ideas that went beyond the first set. During each section of the discussion, participants were asked how they felt about the suggestions, providing a relative read on which ideas were popular and which seemed like they would not work.

The focus groups were held in towns of varying sizes, with the majority being conducted in casual settings such as restaurants and bars. The towns were chosen in a number of ways. In some, a team member knew a restaurant or bar owner who willingly recruited participants, while other towns were used because Miller Brewing gave us the name of their local beer distributor, who introduced a bar owner to the team. Additional towns were used because a team member knew someone within the target audience living there and enlisted that person to recruit a group. Still other locations were accessed through a team member contact with a health professional who worked with the target audience, or through a bar owner suggested by the Tavern League.

The focus groups lasted for approximately 90 minutes. An experienced moderator led each session. Each participant was paid $50 at the end of the session, and meals were provided during the discussion. The sessions were audio recorded, included between five and twelve participants, and were conducted during the months of October, November and December, 2000, in Madison, Middleton, Germantown, Green Bay, Eau Claire, La Crosse, Appleton, Janesville, Whitewater, and Baraboo. There were a total of 97 participants. A description of each community where focus groups were conducted has been provided in Appendix 2.

Tapes of the sessions were transcribed, and then analyzed by the project team. All reference to persons, businesses, and cities were removed from the transcripts to ensure anonymity.

There were four major areas of interest addressed by the groups:

Forms of Transportation and Time of the Evening
In this section, participants were asked to consider the three times of the evening in which transportation would be needed. Those three times were 1) early in the evening

when people need to get from work or home to the bars, 2) in the middle of the evening when people often want to move between bars, and 3) at the end of the evening when people need to get home from the bars. Groups were asked to brainstorm about the types of programs that could be created to transport people during each phase of the night.

Incentives

After discussing ways to help people not drive after drinking, participants were asked what kind of incentives would be needed to get people to participate in an established program. Incentives were categorized into four groups including those that were given to program participants immediately, those that were realized in the long-run in response to loyal behavior, incentives that pertained to only the individual, and incentives that were for a group.

Program Pricing

After creating a program, the issue of cost was addressed. Recognizing a number of different kinds of costs, participants were asked what they would be willing to pay for such a program in terms of money, time, inconvenience, pride and the loss of freedom to move freely from place to place. This section revisited the three different times of the evening when transportation would be needed and what the men would be willing to pay at each of those times. For example, participants were asked what amount of money they would be willing to pay at the beginning of the night to get to the bar, to go from bar to bar throughout the evening and to get home when the evening was over. If differences arose, the men were asked to explain why they existed. Likewise, they were asked how much time they were willing to wait during each part of the evening. It was here that moderators discovered how much time was reasonable and how much time would be unacceptable. After being asked if pride would be involved in deciding whether or not to use a program, participants were asked how it would affect their decision during different times of the night. Men were also asked if they would participate even if the programs caused them some degree of inconvenience the next morning.

Program Organization

In the final section, participants were asked to consider from what organizing group(s) they would be most comfortable accepting such a program. Most importantly, they were asked to identify any organizing groups that would cause them to reject a program. Some of the groups discussed included a favorite bar, a group of bars working together, the community, the local police or sheriff's department, an employer, a person's softball, volleyball or other team, the league in which the team plays, and/or a group of families or friends (a group of men developing a program together).

A NOTE OF CAUTION BEFORE PROCEEDING

Most of the findings reported below were derived via focus groups. Data collected in this manner should not be interpreted as being statistically meaningful. Focus groups are useful for collecting ideas on a topic, and that was the purpose here. The findings

will be used to give suggestions to communities on how an alternative transportation system might be developed in order to increase road safety. None of the ideas should be accepted as a guaranteed winner; each should be thought of as a starting idea that might assist a community in its planning.

FINDINGS

The findings of the three phases are reported together in order to provide a sense of continuity for the reader, and because findings on a particular issue often emerged from more than one phase. We have noted the source of the findings for each issue. We begin by reporting on state and national overview data, then describe findings related to the target, and finally describe the products and environmental changes that might be used to change the target's behavior with respect to driving after drinking.

Prevalence of the problem in the State of Wisconsin[i]
Findings from the literature review
According to a CDC report published in May, 2000 Wisconsin ranked first among all states in binge drinking, with 23.3% of adult residents involved in this behavior (Source: TIME, May 8, 2000). Historically, Wisconsin has been one of the top binge drinking states in the country.
According to the Wisconsin Alcohol Traffic Facts Book, in 1999 270 people were killed (15,786 in the U. S.) and 6,563 people were injured in 8,446 alcohol-related motor vehicle crashes in Wisconsin. Alcohol-related crashes contributed to 36% of all motor vehicle fatalities, 11% of all motor vehicle injuries, and 6.4% of all crashes in the state. These percentages are similar to the national level.
Since the 1980s, there has been a steady decline in alcohol-related motor vehicle problems at the state and the national level. Compared to 1989, 1999 data shows that alcohol-related fatalities declined 26% (30% at the national level). Similarly, alcohol-related injuries declined 35% and crashes declined 39% during that time. Well-publicized law and enforcement strategies are considered to be the main reasons for this decline.
Although the rate of driving after drinking has steadily declined over the years, the prevalence of binge drinking, driving after drinking, and the percentage of alcohol-related fatalities (to total fatalities) are still high. The National Highway Traffic Safety Administration has set a goal to reduce alcohol-related motor vehicle deaths to 11,000 by 2005 (from around 15,700 in 1999) at the national level. Driving after drinking is an important social problem that needs continued attention.

Prior projects: Meta analysis of driving after drinking related studies
Findings from the literature review
We conducted a meta analysis of literature on attempts made to reduce driving after drinking in the U.S. and worldwide. We chose not to include studies that focused on the following topics:
- Influence of alcohol in general
- Influence of drugs other than alcohol on driving performance
- Demographic profile of the target audience

- Underage drinkers
- Hardcore/chronic drinkers/recidivists with multiple/repeat offenses
- Discussion or recommendations for strategies without empirical support (although these reports could be useful during the idea generation phase)
- Techniques for accurate assessment of the problem (for example, techniques for breath alcohol measurement)

In this document, we discuss findings from 158 U.S. based studies.

Focus on 'outcome variables'

Findings from the literature review

- The majority of the studies (82) were focused on changing target behavior. There also were many awareness change (16) and attitude change (21) studies.
- Studies that considered behavior as the outcome variable generally evaluated the effectiveness of a certain law or enforcement practice.
- Studies that considered awareness and attitude as the outcome variable generally evaluated the effectiveness of an education campaign.
- If social change strategies were to be categorized into education, law and marketing[ii], all studies reviewed used either law or education to reduce driving after drinking. There seems to be no attention given to social marketing principles and tactics.
- There is a general feeling among policy makers that well-publicized law and enforcement works. It is implied that poor, or poorly publicized, laws, and stand-alone PSAs and education campaigns fail to reduce drunk driving incidence.
- Some of the laws that succeeded in reducing driving after drinking include:
  - Increasing the minimum drinking age (from 18 to 21).
  - Lowering the legal level of minimum blood alcohol concentration (to .08 in some states).
  - Administrative license revocation (ALR) laws.
  Some of the enforcement practices that succeeded in reducing drunk driving include:
  - Sobriety checkpoints.
  - High visibility of enforcement officials.
  - Education campaigns with 'tough laws' as their positioning evoked a positive behavioral intention to reduce driving after drinking.
- Success of these attempts may be limited for a variety of reasons. If individuals were placed along a continuum with "prone to behave as desired" and "resistant to behave as desired" as its ends, education attempts succeed when individuals are "prone" to adopt desired behaviors. As a result, past attempts may have succeeded only with those who are prone to reduce their drunk driving, and may not have worked with those who are not prone. Most of the past education attempts (including scare tactics and complicated messages) have failed to change behavior. The following positioning ideas for communication campaigns have been tested in other studies to observe the impact on the target attitude and behavioral intentions:

- o Tough laws.
- o Use a designated driver.
- o The police are out to get you.
- o Persistent and deliberate drunk drivers are stupid.

These messages generally have failed to evoke positive behavioral intentions.

Observations Regarding the Target Audience

Findings from the literature review

The most likely person to drive after drinking is a 21-34, predominantly single white male, occupied in a blue-collar job, with a high school education or less, who most often drinks beer. A detailed description of the target follows. National focus group and survey research lead to the following general characteristics of the target. The CLARITAS Corporation refers to these people as "Shotguns and Pickups".

- Drink heavily, among same sex friends, most often in bars.
- Disproportionately single.
- Go hunting and fishing.
- Often 'assign' the least drunk to be the designated driver.
- Emotionally immature.
- Narcissistic.
- Perceive risk as a plus ("if you tell me not to do it, I will").
- Anti-social/hostile – less concerned about hurting someone else.
- Feel safe drinking 8-12 drinks and driving.
- Have several prior traffic violations.
- Have higher blood alcohol content when they crash.
- Have been arrested for fighting and property damage.
- Are dissatisfied with their lot in life.
- Have been stopped for OWI.
- Four times more likely to have had their licenses revoked.

Needs held, and benefits sought, through drinking

Findings from the literature review:

- To socialize: For young men and single older men, the need for socialization leads them to drink in social settings, often in bars, clubs or friends' homes (normally friends of the same sex). Alcohol is a central feature of their social life.
- To conform to norms: The pressure from friends to drink seemed to be pervasive. In some instances, this pressure took the form of overt persuading or nagging to drink. In some cases, pressure was the result of social practices, such as buying rounds or more subtle social cues. These are some of the norms that exist in social settings that require that all of the members of a social group be "on the same level" of intoxication.
- To overcome inhibitions: Serves the need to overcome inhibitions due to their poor coping skills.

- To relax: Serves to live up to the motto 'Work hard and play hard.' Alcohol, many times, is used as a way to release pressure and just relax.

Findings from primary research:
Findings mentioned in the phase 1 research were confirmed in the focus groups. In addition, phase 2 research showed:
To enhance one's personality:
- Qualities such as increased confidence and defiance are experienced. This helps them to prove their manhood and to show they are not afraid. Level of confidence increases with each extra drink…progressive ego building
- Perceptions exist that alcohol consumption makes one more creative; this is experienced in terms of ability to solve financial problems, solve world problems, etc.

To have a good time:
- With an altered consciousness, it also lets target members feel like they are somebody else. It lets them enjoy who they *become* for a while, and takes away responsibility.
- Alcohol helps them to get in the right mood before going out.
- It is a cheap way to get a buzz.
- Perceptions exist that drunken people are the best lovers.
- Finally, people drink 'to get drunk'.

To be a part of the Wisconsin culture:
- It's a Wisconsin thing. This long tradition goes on, from father to son. It's a family activity. It's routine, it's what they do, it's a habit, it's part of their day. It becomes a regular ritual such as Friday night drinks. In fact, one needs a reason not to drink. In some places, people drink because it is the only thing to do. In such places, the tavern becomes the community center and the bar adopts the mode of intimacy. Sobriety is equated to difficult intimacy.
- Sports events and drinking go together. Examples of sports events include regular TV events such as Monday night football, and participatory events such as softball games. Marketing for special events is rampant, and cheaper beer specials often are available with sports events.
- In addition to other sports, drinking also goes along with other events that interest the target group such as hunting

Needs held, and benefits sought, through driving after drinking
Findings from the literature review
- To relax and relieve boredom: Driving after drinking is a form of recreation in itself. They feel good, relaxed and confident; they enjoy cranking up the music and driving fast. They tend to be extroverted, impulsive, and aggressive, get bored easily, and like to drive fast and aggressively. Most young adults believe that driving after drinking is wrong, but do not consistently avoid impaired driving or intervene with others. They tend to deny or accept the risks associated with it[iii].
- To outsmart enforcement officials: The feeling that they can get away with it.

- <u>To increase confidence</u>: Drinking gives them increased confidence in general, and the confidence to drive is part of it. 'When you drink you become fearless' and 'there's invincibility.'[iv]
- <u>To conform to norms</u>: Driving after drinking is a frequent and essentially normative behavior for many ('my friends call me the professional drunk driver.'). Drinking and driving results in social rewards, such as attention (especially from the opposite gender), and peer acceptance.
- <u>Other behaviors</u>: Seat belt nonuse is closely associated with driving after drinking.
- <u>To summarize</u>: Six personality traits proved to be consistently and strongly related to driver behavior and/or crash involvement: thrill-seeking, impulsiveness, hostility/aggression, emotional instability, depression, and locus of control[v].

Findings from the focus groups with the expert observers:
Findings mentioned in phase 1 research were confirmed in focus groups. In addition:
- <u>To retain control and freedom</u>:
  - Car allows the target to move from bar to bar during the night
  - Target feels they are in more control by driving their own car than by depending on others to drive them home.
- <u>To find a date</u>: It is easier to get a woman home.

Decision making processes and decision making moments

Findings from the literature review[vi]
- The majority of the target drinks beer, mostly in bars, after work or on the weekends and they hang around in packs.
- Other venues of heavy drinking are with buddies at someone's house, and during private parties.
- Social pressure:
  - Heavy drinking often arises in response to subtle encouragement from friends. For example, hosts may give the impression that they expect consumption and do not appreciate moderation. Friends may promote heavy drinking to feel more comfortable in their own over-consumption.
  - Making plans to avoid drinking and driving was associated with having friends who disapprove of driving after heavy drinking.
- Only one in twelve high-risk young men (who had driven after 5 or more drinks at least once in the past 2 months) say they 'always' plan ahead to avoid driving after drinking (by use of a designated driver or otherwise). In comparison, half of the non-high-risk young men regularly planned ahead.
- Some of the behaviors that go along with driving after drinking are substance abuse (in addition to alcohol) and sex (protected or unprotected).
- The time span between 10 pm and 4 am had the highest percentage of drivers with BAC of .08% or greater.

Findings from the focus groups with the expert observers:
- Several decision moments in a target individual's life were considered critical in making drinking decisions:
  o When they wake up in the morning with a hangover.
  o Before their first drink.
  o After their first drink.
  o When they leave one place to go to another bar.
  o 12-2 a.m.
- On normal days:
  o In the morning, the target gets up not thinking about drinking. They go to work.
  o During the day/lunch, they talk with and invite friends to get together in the evening.
  o After work, if they had a bad day they drink to release stress. If it was a good day they drink to celebrate. Normally, there is no plan to get drunk, but drinking evolves over the evening, sometimes after events such as softball games. Initially the plan starts with 'let's have a drink' with no intention to get drunk, but this proceeds into a longer drinking episode as friends feed off each other. For example, when they go out to eat in a restaurant, they drink. Later they go to bar and drink more.
  o On Friday, Saturday, and Sunday, the evenings are spent mostly in the bar.
  o In general, getting through the day is a means to the end of spending the evening in various bars and getting drunk.

- On special days:
  o Before sports (Badger and Packer games), drinking starts early in the morning (drink before the game at home) and then continues during and after the game.
  o Birthdays are celebrated in a bar.
  o Hunting season creates special occasions to drink for extensive periods.
  o Card games are occasions for extensive drinking episodes.

Barriers to not drinking and driving

Findings from the literature review:
- Few options are available: The respondents have a lifestyle that includes frequent drinking. On these occasions, most respondents reported that the primary concern at the end of the evening is to "get home." There is a sense of necessity, the feeling they must get to the next destination, even if they are drunk. They feel they do not have a choice; there is no other way. Even if the person recognizes his own level of impairment, he often believes he has few options. When asked how they can avoid driving while impaired, most participants mentioned taxis and public transportation, however, they rarely actually used these forms of transportation because of cost, inconvenience, and unavailability. In addition, most respondents were very reluctant to leave their

car behind, both because of the inconvenience of coming back to get it, and because of concerns about damage to the car, tickets, or towing.
- Awareness:
  - Younger men (21-26 year olds) are largely aware of OWI penalties and legal limits, but they have a feeling that they will not be caught and will not have to pay the price for their behavior. ("It made me think, but didn't make me stop".)
  - The young men were aware of the potential for deadly accidents. Some had friends who had been injured or even died in OWI accidents, but they still were undeterred. They just do not think about it when they drink too much.
- Personality characteristics:
  - Drunk drivers experience a feeling of invincibility when they drink. This leads to a belief that they can drive safely after heavy episodic drinking. They also believe that countermeasures such as coffee can protect them.
  - Many have a hostile/antisocial orientation, and disrespect authority. 'If you take my license and I have to drive to get to work, I will drive anyway.'
- Dating opportunity: When one of the single men gets an opportunity to go home with a woman, he will certainly not give up his chance by refusing to drive while drunk.

Findings from the focus groups with the expert observers:
- Time barriers and lack of opportunity:
  - In places such as Madison, no hard alcohol is available in retail stores after 9 p.m.; this forces people to drive outside the city to buy, and encourages them to drive after drinking to replenish their supplies.
  - Poor availability of alternative transportation such as taxis or other public transport exists. Buses stop operating too early in the evening, and there is no public / safe way home if the target doesn't privately arrange it. Even if they are available (for example, 'saferide taxis'), the services are not well publicized, and generally require a long wait.
  - It is *cheaper* to drive than to take a cab. Cabs are expensive, even though they are cheaper than an OWI citation.
  - It is *easier*, more *convenient* and less *time consuming* to drive than walk or use and wait for public transport or cab to arrive.
- Personal reasons:
  - There is a feeling that they can work within the system, as the target individuals sometimes build good contacts with the police or a good attorney who can help them get free from charges.
  - Social conscience and reasoning get impaired while drunk. The target denies they are drunk. They have strong confidence that they can still drive, not hurt anyone, not get stopped by police, and not damage their car.
  - Feeling of 'Its only a 5-minute drive'
  - Sometimes they don't realize that they are drunk due to a drug/medicine interaction if they have consumed alcohol and medicine in a short span of time.

- The target does not plan ahead to leave the car at home. Similarly, there is no planning about getting home. Planning is just not part of the picture.
- Family or significant other may express anger at leaving the car at the bar.
- Target individuals are not comfortable asking a friend or significant other to drive them or pick them up

Poor monitoring: Busy bar staff don't know who's had too much to drink.

What keeps the target from drinking and driving?
Findings from the literature review[vii]
- The target drinks on dates, but they drink less.
- General maturity and aging led to less driving after drinking.
- Older men had more to lose in terms of family and job responsibilities.
  - Married life meant less time to go out drinking with buddies. Older men were more likely to drink when they were home. The sense that the man was now responsible for others beyond himself. 'What would my son do without me?'
  - With increasing financial responsibilities, jobs become more important, and the men were less likely to risk losing their jobs because of an OWI citation.
- As younger men advanced in their careers, they modified their OWI patterns.

Findings from the focus groups with the expert observers:
- As the target grows older, they drink less due to various reasons:
  - They feel and act more responsibly and thoughtfully as they get more entrenched into family life, careers, and interests.
  - They cannot drink as easily as they could at a younger age. Hangovers are worse.
  - For some, the novelty isn't there anymore.
- Individuals are less likely to drive while drunk, if some of the following parties get actively involved: parents, family, waitstaff, girlfriend and friends. Drunk driving also decreases when there are children in the car.
- Some plan ahead not to drive and hire a cab, or ask for a designated driver to take them home.
- Some fear consequences (road accident, likelihood of being caught, loss of license).
- Some fear embarrassment, and loss of respect and job. Newspapers publicize the drunken drivers caught by police. As a result, everybody knows about the drunks, especially at the work place. This could jeopardize their career and social status.
- There is a greater realization that there are high costs to incur when involved in an accident (to fix car, court, time, insurance, opportunity cost).
- Some may not have their own car, or a spouse or other family member may own the car.
- There may be less self-confidence to drive drunk.

Influencers:
Findings from the literature review

- Primary means of reducing the behavior are through intervention by others who are present at the scene. According to the 1993 National survey, 97% of the general public felt they should prevent family members or close friends or even acquaintances from driving when they felt they had had too much to drink.
- The girlfriend/wife plays the role of primary caretaker and/or designated driver for intoxicated men. Other credible influencers are friends and peers.
- Interveners of drinking/driving behavior fall into three groups: 1) 'True believers': those who are consistent and persistent in their intervening; 2) 'Attempters': a heterogeneous group of those who make attempts of varying frequency and seriousness, but are often dissuaded rather easily; and 3) 'Entrenched non-actors': those who refuse to intervene, usually in the belief that it is none of their business or not their responsibility to interfere in the deviant behaviors of others.

Ideas and strategies to motivate, reward, and provide incentives for the target groups:

An extensive set of ideas emerged from the phase 2 focus groups on this topic. These ideas became the focus of the discussions in the phase 3 focus groups. Rather than report this information twice, the materials are combined as they are covered below.

Forms of Transportation and Times of the Evening:
Findings from the focus groups with experts led to the following findings from the focus groups with the target:
Focus group discussions about transportation revolved around two types of transportation (mass and personal). The timing of the transportation was also discussed; should the chosen vehicle travel on a schedule, or should users be able to summon it whenever they wanted to move about?

The discussions revealed that both types of transportation, mass and personal, would be acceptable to the target audience. The audience was more concerned with keeping their car safe than with the type of transportation used to move from point A to point B. Ideally, they would like to leave their car at home, however, if they do drive to the bars, the target reported the need for a safe place to leave the vehicle overnight without risk of penalty. Much of the potential success of the program seemed to revolve around getting the target market to leave their vehicles at home. It was reported that if the men had access to their cars after they'd been drinking, they would be tempted to drive themselves home.

Participants also noted the importance of having a way to get their cars back in the morning. These factors often could be the deciding factor in the decision to drive after drinking or to take a safer form of transportation. In discussing types and scheduling of transportation, several themes became consistently apparent in every focus group; for a system to be successful, it must be convenient, reliable, cheap and safe. If any of these

components are compromised, the target audience is unlikely to use the system. Following is a detailed discussion of many of the ideas mentioned in the focus groups.

Mass

Mass transportation, including a bus or a shuttle, was well accepted by the groups. Generally speaking, participants felt between fifteen and twenty-five riders would be appropriate on the shuttle at any given time, taking into consideration the size of the vehicle. The type of vehicle used was not important to participants but the need for restrooms in the vehicle was mentioned a number of times. Participants would prefer the transportation take them directly from the bar to their home at the end of the evening, rather than returning them to a park and ride location where they would then drive the remainder of the distance home. Participants did not require the vehicle take them directly to their doorstep, but, rather, it could drop them off a number of blocks away and they would gladly walk the remaining distance to their house. Participants indicated the pick up points at the end of the evening should be convenient and warm, such as in the bars themselves rather than at an outside bus stop.

Following are some suggestions on how mass transportation could meet the target's needs throughout the evening.

- Start running buses around six or seven in the evening to take people to the bars. Around eight, start running routes between bars and around ten, start running routes that take patrons home.
- Similar to last call, stop the music for a moment and announce the arrival of a bus to take people home.
- Establish pick-up and drop-off points at apartment complexes or areas of town in which many members of the target audience live.
- Provide service similar to the current service available in many cities on holidays such as St. Patrick's Day and New Year's Eve.
- Have extended hours on the weekends when patrons may want to stay out later.
- Put a two-way radio on the bus and in the bar. The driver can radio the bartender when approaching the bar. The bartender can then announce an estimated time of arrival to patrons.
- Schedule shuttle drop-off points at centrally located, popular bars, allowing people to get to their desired location but minimizing the stops the shuttle has to make.
- Develop a shuttle system that is easy for passengers. Decreased wasted time and hassle for the target would encourage use.
- An organizing body such as the city, the Tavern League or a group of bars could purchase and then rent out vans, complete with drivers, for an evening.
- A brewery could start a party bus such as the 'Miller party bus'. This will allow individuals to travel with their friends.
- Employers could provide vans from their workplace to a central place where most of the bars are located, so that their employees do not drive .
- Federal dollars that are being utilized for cabs and vans for elderly citizens could be utilized for this program during the evening.

- Develop a park and ride system, where buses pick up and drop off the target at a central parking spot, reducing the number of miles driven while drunk.

It was noted that the use of mass transportation should be well advertised, as the target may be less familiar and therefore less comfortable with such a system at the beginning of the program.

<u>Personal</u>
Personal transportation included cab service and the use of designated drivers. These systems also were well accepted by most participants but this level of personal service was not necessary to get the majority of the group to use the system. If a cab service was employed, participants felt a wait time of thirty minutes was the maximum that would be tolerated. They also noted that the younger half of the target, those that are twenty-one to twenty-five years old, would be less willing to incur the extra expense of a cab than the older part of the target.

Following are some suggestions on how personal transportation could meet the needs of the target audience.

Possible groups that could serve as designated drivers include:
- Friends
- Police Officers
- People hired by the bar or Tavern League
- Alcoholics Anonymous members
- Mothers Against Drunk Driving members
- Past offenders of drunk driving laws who are often assigned a number of community service hours as part of their punishment. Serving as a driver could apply to the community service requirement.
- Pizza delivery people
- Bar waitstaff

A designated driver program was acceptable, but participants felt most comfortable traveling with people they knew and trusted.

A relevant program in California is the Road Angels Program described in Appendix 3. This program shows how to develop a designated driver program among people who may not know each other.

- Designated drivers could be identified by special wrist bands inside the bars, and then given incentives.
- There is a need to pre-arrange cab rides or family rides.

- Develop a hot-line system. A group of drinkers decides which bars they want to go to for an evening. They contact a taxi service that takes them to each bar, at a specified time, throughout the evening. One fee would be charged for the group.

- Develop a program in conjunction with local delivery pizza restaurants. The target group calls the delivery restaurant to order their pizza when they are almost ready to leave the bar. On the way to the customer's house to deliver the pizza, the delivery person stops at the bar and picks up the drinkers. The restaurant and the delivery person would collect a fee, either from the drinkers or from another group, such as the Tavern League or an organized group of bars.

In response to the concern that mass transportation may not be well received immediately in rural towns, some felt personal transportation would be more appropriate. Members of the target living in these areas are likely to live a long distance from the bar, making a bus service impractical.

- Safe rides are being offered today in Wisconsin towns, but safe rides are limited to routes between bars and homes. There is a need for additional routes connecting places of work and bar, for example.
- Provide the same quality and level of service as is provided on New Year's Eve.

Appropriate Transportation for Each Evening Phase
Participants liked the idea of having transportation throughout the evening as they wanted to get to the bars, move between bars, and get home at the end of the evening. The program would be used during all phases of the evening, and the men generally were not worried about any loss of respect from using a mass transportation system. However, discussions illustrated the need for the system to service each part of the evening appropriately. For example, the acceptable wait time for a shuttle which moves people from bar to bar is shorter than it would be for a shuttle that is taking people home. People are less willing to sacrifice their party time than their time at the end of the night when they are finished drinking. Also, while the groups considered both forms of transportation acceptable, they felt transporting people between bars during the evening should be done with shuttles or buses because individual taxis would be too expensive. Shuttles were also preferred because they allow a large group to travel to another bar together. It also was noted that a between-bar shuttle would not be needed in towns where the bars were close together.

Mass transportation was also well received by most participants as a form of getting home at the end of the evening. However, there were two concerns about using mass transportation at the end of the night. First, the target audience didn't want to wait more than thirty minutes to be picked up from the bar, nor did they want it to take a long time to get home. As one participant said, "Why would I want to sit on a bus for a whole extra hour, when I could be going home individually with the cab and go right into my nice bed?" Secondly, many participants were concerned about riding on "a bus full of drunks." While the target may be intoxicated as well, many don't view themselves the same as intoxicated strangers.

There was also some specific conversation about ways in which police departments could support such a program. For example, they could change local parking laws so

cars could be left near the bars overnight without receiving a ticket. In order for drivers to leave their cars and use other transportation, there needs to be a safe place to leave vehicles without any chance of receiving a parking ticket. Law enforcement could further support the program by increasing OWI fines and donating the extra money to the administration of this program. Departments also could donate unclaimed cars to the program to be used as shuttles by designated drivers.

Scheduling Transportation
The way in which the transportation system is scheduled is seen as a critical factor for the success of this program. The rides need to be available when the target wants them, with a reasonable wait time. As mentioned earlier, it appears thirty minutes is the longest that members of the target audience are willing to wait before they will drive themselves. Participants didn't seem to have a strong preference whether the rides were on a set schedule or individually arranged as long as they were aware of the system and it was reliable. This knowledge would help them plan the night to their liking, giving them more control over their situation.

Incentives
Findings from the focus groups with experts led to the following findings from the focus groups with the target:

A large variety of incentives not to drive after drinking were brought up and discussed with the target group. Some of these were short-term incentives, and some of them were more long term. Depending on a community's needs, it may be possible to choose either short-term or long-term incentives or a mix of them both.

"A safe ride home is incentive enough"
For some members of the target group, just the service of getting a safe the ride home for themselves or for their friends would be enough of an incentive to get them to participate. Others were more car-focused, saying that they would be grateful to have the option of not driving because then they wouldn't have to worry about anything happening to their car—either while it was parked or while driving it.

"To meet people or to not meet people?" That is the question.
Younger members of the target group often noted that the combination of getting a safe ride home and the chance to meet and mingle with new people on the bus or shuttle would be a definite motivator to use the service. In contrast, potential users who were on the older side of the target tended to view riding a bus or shuttle with strangers at that time of night as a definite disincentive.

Short Term Incentives

In general potential users felt that short-term incentives were typically more motivating, especially once people were out and drinking. To most, the immediate gratification-type incentives seemed much more direct and appealing than more long-term incentives. Also the me-centeredness of short-term incentives was much more

appealing to potential users than incentives where they would need to work towards a prize that a group would share. With more individually oriented incentives, each person has direct control over their immediate results than they would if they were working toward a collective goal. Some mentioned that the logistics involved with managing lottery type tickets or frequent user cards isn't a first priority when out having a good time in the bars.

Drink Incentives
A popular incentive among the target group was that service users could earn immediate free or discounted drinks or pitchers. Another version of this idea would be that they could earn coupons, chits, or tokens for use at future visits. Another way to structure this incentive might be to extend happy hour style pricing all night long for service users. A possible enhancement of this incentive would be to design the system to give riders some sort of ticket, receipt, or proof that they were actual users of the system. This would help ensure that people were using the system as it was meant to be used.

Another possibility along these lines might be to waive cover charges for users of the system.

Yet another possibility might be to offer cheaper drinks to users of the system and charge more to patrons who do not.

Another option along these lines would be to offer potential users of a service free rides home with the purchase of a certain number of drinks.

Food Incentives
Another popular suggestion was that potential users could earn free food for using the service. It would be possible to earn free food either the same night that they used the service or to earn coupons, chits or tokens for use at a future visit.

Offering free food on the shuttle may also be a good incentive for the target group. This food could possibly be sponsored by a local restaurant, pizza or fast food franchise.

Cash Incentives
Cash is always a motivator, and this option might be especially useful as a system is getting started.

Free Stuff Incentives
Users could earn or get free T-shirts, hats, mugs, sports paraphernalia or other prizes for using the system. In the case of shirts or hats, if they had a cool and appealing design and were used early on in the program, they could help publicize the system.

Local Business Supported Incentives
Another possible incentive would be to have system users be able to get or earn gift certificates at supportive local businesses. Possible businesses could include local malls, stores, video rental shops, golf courses, gas stations, oil change centers, pizza delivery places, restaurants or fast food franchises. The gift certificate could either be for a specific site or perhaps could be used across multiple sites like "Mall Money" or "Downtown Dollars" good at any store in a local mall or shopping area.

Earning discounts at local businesses supporting the program would also motivate some users. The discount idea is not as strong an incentive as gift certificates because it is less direct, more of a hassle, requires users to pay something to get the discount in the first place, and requires users to identify themselves as heavy drinkers. Some respondents mentioned that they would be uncomfortable or self-conscious using a gift certificate that they had earned through a program about reducing drinking preferring a more anonymous way to earn rewards for using the system.

National sponsors that are headquartered in the area would also be a possible source for incentives.

Free Or Discounted Cost Incentives
Free or discounted rides were very motivating to some potential users. Another possible option along these lines would be that users could earn a voucher to get their next ride free.

Priority Cab Incentives
An incentive option for more individualized transportation such as cab rides is that a person or group that took a cab to a bar could get a receipt, and then at the end of the evening they would get preferred status when they were ready to go home.

Random Reward Incentives
This type of incentive would occur at set intervals unknown to users of the system. For example, every 50th rider or service user gets an amount of cash, a gift certificate, a free pizza, etc.

"Park It" Incentives
This type of incentive would make it easier, safer and/or more convenient to leave one's car where it is and find a different ride home. Incentives in this category could include a place to park where cars would not be ticketed and/or towed away the next morning. Another example of this type of incentive would be free or discounted cab rides to go back and pick up one's car in the morning.

"Safe Arrival" Incentives
Some thought that users of the system could get a free can of beer after they got off the bus or shuttle at the end of the night or get a coupon for a free or discounted drink at that time.

Designated Driver Incentives

Incentives to encourage target group members to become responsible designated drivers for others were also discussed. Generally speaking these incentives were much the same as those already discussed. The designated driver would come from the same target group of single males ages 21-35, so the same kind of incentive ideas would apply to them as well.

Some possible incentives specifically for designated drivers might include earning one drink coupon/chit/token to be used during a future visit for every hour that the group was at the bar. For example, if they come in at 7 and leave at 10, the driver gets 3 tokens for free or discount drinks on his next visit.

It may also be possible to give the designated driver free food and non-alcoholic beverages for the night. The cost of this could be justified by the fact that the people with the designated driver are likely to drink more, increasing the bars profits. Also, designated drivers who are well rewarded would be more likely to return to the bar in the future, and to drive again in the future.

Giving the designated driver free games of pool, foosball, darts or video games, may be a strong incentive for a designated driver because it would give them something more to do than just sit and watch other people drink. There could be a competition among designated drivers for a special set of prizes.

Another option might be for designated drivers to log hours and/or mileage and receive reimbursement from a bar or sponsor organization.

Earning a voucher for a free ride home or a shuttle-type service for a night in the future might also motivate designated drivers.

Designated drivers may also be motivated by lottery-type prizes that are either sort or long-term in nature. It may take some care to execute this kind of reward strategy correctly since if the designated driver did happen to be in the bar, he may not want to call attention to the fact that he was a designated driver. Conversely, rewarding designated drivers sufficiently may make it appealing to become one.

Some potential problems with designated driver systems are that they may be too easily abused. Also, to some people designated driver means someone who doesn't drink at all, to others it means someone who has a drink or two at the beginning of the evening and then coasts through the rest of the night on soft drinks, to yet others, it may mean the least drunk person. There will need to be some enforcement mechanism.

Long Term Incentives

According to most of the responses from our target group, long-term incentives are much more tricky to leverage effectively in an instant gratification setting like a bar. There would certainly be some members of the target group that would respond to more

long-term incentives, but figuring out just the right reward and lottery system could provide a major challenge. For example, if a reward is too small it is deemed not worth the bother. By contrast if a reward is too large, some may feel the chance of actually winning the prize may be to remote to motivate the target to change behavior. Also, any long-term incentive must be easy to use. If it is too complicated, the target group will ignore it.

With long-term incentives, it would be very important that whenever there is a pay-out that it be very well-publicized because people are skeptical of smaller scale, non-institutionalized lotteries. Extensive publicity around lottery prize winners also would help reach new users of the service as well as reinforce use among people who had heard of the service, but had slipped back into a pattern of driving after drinking.

Another challenge that long term incentives face is that if the lotteries or large prizes stop being offered, there is a potential chance that some people might stop using the services. One option might be to use a combination of flashy long-term incentives along with short-term incentives especially as programs are getting off the ground. Over time the prizes could be slowly removed.

Frequent User Incentives
Users of the service could earn a free ride with every "so many" rides. It could be a "buy one get one free" situation, or it could be that users would get a free ride every five, ten, twelve, or fifteen rides.

Another version of this type of incentive might be to use the service 12 times and then earn a case of beer, cash or a gift certificate.

Earning free or discounted car insurance for a period of time would also be a strong incentive to use the service. This idea seemed especially attractive to potential users who had already experienced some sort of incident with drinking and driving. This group may be a really key group to reach in terms of getting to people who may not learn their lesson about driving after drinking after their first conviction.

Another potential incentive was that frequent users could earn discounts on personalized license plates.

Lottery Style Incentives
Target group members could earn prize tickets every time they used a service or acted as a designated driver. Though lottery incentives do not offer immediate gratification, if the prizes were right, they might motivate members of the target. Packer tickets or some sort of "Packer Prize Package" was a popular idea raised by potential users.

Team or Group Incentives
Long-term incentives may have the best chance of working if they are used with clearly established groups such as in a bar with a lot of hardcore regular patrons or in a

community where there are established local sports teams. Team or group incentives could either be lottery style, frequent user style, or a combination of both.

An example might be for regulars at a bar to get a chit for each time they use the service. The bar then collects all the chits and when they get a designated number, they could earn a big-screen TV, a free performance by a band, a pool table, or some other desired large prize.

This might not work so well in college-oriented and younger bars since it may be less likely that a group of regulars who are somewhat invested in the bar could be found. Also, in college towns, people graduate and leave, so loyalty isn't always as deep in these settings. One exception might be found be in larger college if there were well organized bar challenges sponsored by different fraternities, sororities, or popular student organizations.

Group incentives may be helpful in establishing a pattern of using the service and thus, set an example for others. In addition, group members may look out for each other to increase the opportunity to receive a prize.

Before any long-term incentives are implemented, the level of complexity of the system should be carefully considered. It should be easy for people offering the system to manage, as well as easy for members of the target market to use and understand.

Program Promotion
Many participants felt the promotion of the program would greatly affect its success. For example, the target audience is tired of hearing negative drunken driving campaigns. They would be more likely to use an established system if it seemed fun and was an extension of the party. This approach was seen as empowering by members of the group, allowing the target audience to decide what they would do during the evening, rather than being told what is right and wrong.

Choosing promotion tools and partners that appeal to the target is also important. For example, focus group participants noted the NFL, NHL and NBA would be appropriate endorsements because they are of interest to the majority of men, ages twenty-one to thirty-four in the United States.

The program should be positioned as a reward for a smart decision and should encourage usage.

- Make it a reward to be driven home instead of a penalty or embarrassment.
- Provide an opportunity for individuals to tell their peers…'I didn't get busted…I got a reward for not driving after being drunk.'
- Offer rewards to cooperating bars.

Cost/Price Issues
Findings from the focus groups with experts led to the following findings from the focus groups with the target:
With any of the aforementioned programs, the user would incur some type of cost. The cost may be monetary, inconvenience, wasted time, or damage to ego. Following are some of the ideas that were mentioned to make the program acceptable to the target market.

- A wide variety of prices were suggested, from approximately one dollar a mile or two dollars per ride, with five and ten dollars a ride being acceptable to some. Ultimately, the monetary cost will need to be determined individually within each community.
- Several mentions were made of offering prepaid ride cards. Prepaid programs are important because there is usually not much money left for transportation at the end of the evening. Also, a prepaid service requires preplanning, and this means that vehicles are more likely to be left at home.
- Encourage participation at the start of the program by offering free or discounted rides until the target gets in the habit of using the system.
- If a cab service is used for transportation, rates should be cheaper later at night than they are during the day to encourage use.
- Make the process as convenient as possible by having the bar charge a dollar more for the person's first drink and include a shuttle token in the price.
- Offer shuttle tokens at the bar in vending machines.
- Provide discounted pre-pay cab cards.
- Give bar coupons to taxis to be passed on to individuals

Participants were willing to incur some inconvenience to get a safe ride home but at some point they viewed driving as a better alternative than waiting for a shuttle or cab. For example, rides need to be scheduled, so the target can plan the evening. In addition, the schedule should be posted so the users are well informed. While the target is relatively flexible on how often the shuttle or taxi should pick up passengers, having to wait longer than thirty minutes was not satisfactory. Also, participants were flexible as to where they would wait for a shuttle or taxi, as long as it was relatively convenient and weather appropriate. They were not willing to sacrifice personal comfort to get a safe ride home.

The final cost that was discussed was to programs users' image. We wondered if the target audience would be concerned with a loss of "coolness" if they were seen using an established ride program. For the majority, loss of image was not a factor that would cause them to avoid a ride program. It was felt that getting home in one piece and without a ticket was more acceptable than driving yourself home when intoxicated.

However, people did say, while being dropped off at one's door at the end of the night by a safe ride program was acceptable, being picked up by one in front of one's house at the beginning of the night was not. Participants feared they would look like a drunk to their neighbors. While the men weren't overly concerned with how cool they appeared to others when taking an established ride program, they did mention that any

measures taken to make the shuttles or rides more fun to the target market would increase ridership.

Organizing Bodies
Findings from the focus groups with experts led to the following findings from the focus groups with the target:
The research team wondered if there was any group that would be an unacceptable organizer of a safe ride program. A number of groups were mentioned and discussed, including bars, the Tavern League, the community, other non-alcohol related businesses, sports leagues/teams and the police. The general response was employers should not be involved; the target market would like to keep their social life separate from their work life. The police was another group that was a bit suspicious to the target. Many wondered what the incentive would be for the police to get them home safely rather than catch them for drunken driving and issue a revenue-generating ticket. Sporting teams were not seen as an appropriate organizer because most leagues play during the week when drinking is lighter. The other groups discussed seemed to be acceptable organizers of a safe ride program.

Other ideas
The following ideas did not easily fit elsewhere:
- Utilize breathalyzers. Offer incentives to those who pass the test such as dollars or bar chits or drink chips…take these tests more often.
- Provide the service for profit: Somebody could start a new transport business of carrying individuals from and to bars and homes.
- Car dealers could make vehicles available for transport services.
- Bars could take the responsibility for collecting car keys, collecting driver's licenses, of getting taxis or rides when the patrons leave, administering breathalyzer tests.
  - Breathalyzer tests could be made more fun by converting them into video game drunk tests or driving simulators. If the patrons pass, they get their car keys, their license and they drive. If they fail, the bouncer arranges for alternative transportation. Patrons get their keys and license back once they take the alternative ride.
  - Install a 'Drunk Phone' where the individual can make a free call to ask for a ride back home.
  - Disable vehicles or install ignition interlock in the cars of drivers who are incapacitated.
- Private party hosts should gather keys at the start of the evening.
- Communities/state government should promote rituals such as:
  - Pledge to not drink and drive on certain days.
  - Change perception of getting caught by distributing a different license plate color for OWI convictions.
- Give a gift of a book of ride coupons to a drinker (Christmas, birthday, any time).

CONCLUDING COMMENTS

Social marketing asks the manager to consider the current and the desired behavior of the target, and to then assess:

        The needs of the target that are met by the current behavior,

        The barriers that keep the target from exhibiting the desired behavior, and

        The processes that the target goes through in making behavioral decisions.

Next the manager is asked to consider the target's motivations, the opportunities for behavior, and the ability of the target to behave as desired. The result of the above analysis should be a set of offerings that will motivate and reward the target for behaving as desired. In the current project we have done the assessments called for, and are now ready to implement the development of transportation services that will serve both the target and the community. The toolbox of potential environmental changes that has emerged from the process will allow a community to develop the most relevant services.

APPENDIX 1: Demographics of First Phase Focus Group Participants

Out of 44 individuals that participated in the first phase of focus groups, 33 responded to our follow-up questionnaire that was administered via email and postal services shortly after each group.

A summary of responses shows that our participants were broadly based in their interactions with the target.

1. What have been your present and past jobs (full-time and part-time) that put you in contact with our target group? (male, 21-34 year olds who drive after drinking).

Present and past jobs (full-time and part-time) of Participants	#
Bartender / Wait staff / Server / Bouncer / Bar owner/manager	12
Educator, group dynamics instructor, alcohol or drunk driving treatment program staff	11
Health and social service counselor	7
Judge, clerk of court, district attorney's office	5
Government policy maker	3
EMT personnel	3
Police / Law enforcement personnel	2
Employer	2
Resident Assistants	2
Coach	2
Other *Peer if high risk males:* *1* *Community Service Coordinators:* *1* *DCS/HT:* *1* *Assessor:* *1* ***Retail alcohol seller:*** ***1***	5

2. Also, what other relationships do you have with our target group (again male, 21-34 year olds who drink and drive)? These relationships may exist now or may have existed in the past.

Relationship with the target group	#
Friend	28
In the past, I have been someone who drove after drinking	15
Brother/Sister	13
Son / Daughter	6

Uncle	5
Girlfriend	4
Mother / Father	3
Cousins	3
Spouse	2
Nephew	2
Grandfather	2

NOTE: The tally for each question exceeds 33 as each respondent was allowed to check more than one category.

APPENDIX 2: Population and Profile of Communities where focus groups were conducted

Location of focus group	Population ^	Profile
Appleton *	67,178	urban
Baraboo	10,082	rural
Eau Claire	60,223	urban
Germantown	17,859	suburban
Green Bay	98,362	urban
Janesville	60,255	urban
La Crosse	49,409	urban
Lake Mills	4,655	rural
Madison	210,674	urban
Middleton	16,176	suburban
Stoughton	11,701	rural
Whitewater	13,569	rural
State of Wisconsin – All Adults +	5,250,446	
State of Wisconsin – 21-34 Males $	476,189	

^   Population Estimates in 1999
*   Population Estimates for Places: July 1, 1999, and Population Change: April 1, 1990 to July 1, 1999
Source: Population Estimates Program, Population Division, U.S. Census Bureau, Washington, DC 20233
Internet Release Date: October 20, 2000
(http://www.census.gov/population/estimates/metro-city/plrank.txt)
+   State Population Estimates and Demographic Components of Population Change: July 1, 1998 to July 1, 1999
Source: Population Estimates Program, Population Division, U.S. Census Bureau, Washington, DC 20233
Internet Release Date: December 29, 1999
(http://www.census.gov/population/estimates/state/st-99-1.txt)
$ Population Estimates for the U.S. and States by Single Year of Age and Sex: July 1, 1999
Source: Population Estimates Program, Population Division, U.S. Census Bureau, Washington, DC 20233
Internet Release Date: March 9, 2000
(http://www.census.gov/population/estimates/state/stats/st-99-10.txt)

ENDNOTES

ENDNOTES

[i] Facts about State of Wisconsin were sourced from <u>1999 Wisconsin Alcohol Traffic Facts Book</u>. Wisconsin Department of Transportation: Madison, WI; while those about the National level were sourced from <u>Traffic Safety Facts 1999</u>: Alcohol. National Center for Statistics and Analysis: National Highway Traffic Safety Administration, U.S. Department of Transportation.

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